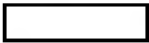


PERSONNEL

20. PERSONNEL EVALUATION

- a. GENERAL. Evaluations of employees' job performance and of their relative capabilities and potential are inherent in personnel management and should be as objective as possible. The Agency's personnel evaluation program includes an Agency-wide system for job performance evaluation and competitive evaluation systems suited to the selection requirements of the Directorates and the Career Services.
- (1) PERFORMANCE EVALUATION. The Agency's performance evaluation system is designed to promote communication and understanding between supervisors and employees with respect to ^{their} the performance of their assigned duties and to provide an official record of each employee's job performance in terms of Agency-wide criteria.
- (2) COMPARATIVE EVALUATION. Systems for evaluating the relative capabilities and potential of employees are designed to facilitate selection decisions involving their utilization, promotion and retention. These systems should include comparative evaluations of all factors pertinent to the selection decision and should exclude consideration of factors which have no real bearing on the decision. The results of these comparative evaluations are of transient value since

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they pertain to comparisons between members of particular groups and to specific selection considerations at given points in time.

They are not recorded in official Agency records and usually are not made known to the employees concerned.

- b. PERFORMANCE EVALUATION. Continuous evaluation of the performance of employees by their supervisors is an essential element of the Agency's personnel management program.

(1) POLICY.

- (a) Supervisors will ensure that employees understand the nature and scope of their duties and responsibilities and are continuously advised as to the effectiveness of their performance.
- (b) Evaluations of the performance of staff personnel will be recorded in official Agency personnel records at least once each year. Employees will be shown all entries on the reports of their performance evaluations except when operational circumstances, security considerations, or other unusual conditions make it impractical or ill-advised to do so. If the supervisor does not show the employee his performance evaluation report he will explain in the report the reasons for such action.

(2) RESPONSIBILITIES

- (a) The Director of Personnel is responsible for developing and monitoring the Agency's program for producing



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- timely and useful records of the evaluations of employees' job performance;
- (b) Deputy Directors are responsible for providing instructions and guidance in adapting the use of Fitness Reports so as to best evaluate the job performance of employees within their areas of jurisdiction;
- (c) The Heads of Independent Offices, Operating Officials, and supervisors are responsible for
- (1) ensuring that employees are informed continuously as to the nature and scope of their duties and responsibilities;
 - (2) assisting employees in defining annual performance objectives and action plans;
 - (3) continually informing employees of the effectiveness of their job performance; and,
 - (4) reporting evaluations of employee performance in Fitness Reports in accordance with paragraph (3)(a) below.
- (d) The Director of Training is responsible for training supervisors in
- (1) ^{EVALUATING} a job performance ~~evaluation~~;
 - (2) preparing Letters of Instructions;
 - (3) developing performance objectives and action plans;
 - (4) conducting performance evaluation interviews;
 - (5) preparing the Fitness Report.

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(3) RECORDING PERFORMANCE EVALUATIONS ;

(a) The Fitness Report (Forms 45, 45k, and 45m)

will be used to record performance evaluations and will be prepared and submitted in accordance with the instructions contained in Forms 45i, Directions for Completing Forms 45, 45k, and 45m, Fitness Report.

(b) A memorandum in lieu of Form 45 is permitted for employees in grade GS-14 and above when it is clearly established that such a substitute is appropriate and not merely an avoidance of specificity. When a memorandum is used, care should be taken to ensure that the purpose of a Fitness Report are observed. The memorandum will be prepared in accordance with instructions contained in Form 45i. A memorandum in lieu of Form 45k or 45m will not be used for a Career-Provisional Employee.

(c) Promotion recommendations will not be made on Fitness Reports.

(4) LETTERS OF INSTRUCTION. Supervisors will provide employees with written statements on the nature and scope of their work. These statements will be revised to record any significant change in their duties and

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responsibilities. Supervisors will also participate with employees in defining annual performance objectives and action plans which specify the timing of results which the employees intend to accomplish. The objectives and plans establish the standards for evaluating each employee's performance in terms of his productivity during the following year. They will be revised to record significant qualitative or quantitative changes in productivity goals.

Formerly d

(5) SUBMISSION OF PERFORMANCE REPORTS. [No change]

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(6) NOTICE OF PERFORMANCE REPORTS DUE AND DELINQUENT. [No change]

Formerly f

(7) APPEALS. In addition to adding his comments to his Fitness Report, an employee who so desires may appeal his performance evaluation in accordance with provisions of [] Grievance Procedure.

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- c. COMPARATIVE EVALUATION. Deputy Directors will guide the Heads of Career Services under their jurisdiction in developing and administering systems for comparing the relative capabilities and potential of employees as pertinent to their selection for assignment, advancement and retention. The Director of Personnel will assist in the development and operation of such comparative evaluation systems and will review them from time to time to ensure their continuing relevance to the selection factors under consideration.